Standing on the Shoulders of Giants

Lori Hoinkes, MD

Fresh Montgomery

part of

Angus Montgomery Ltd.

global events company

since 1895

The transformation journey, informed by experience in other industries

Data, data, data - *it all begins with data*

People - *our strength is people*

An approach to innovation - *balancing Incremental and Disruptive innovation*

Becoming data-driven…

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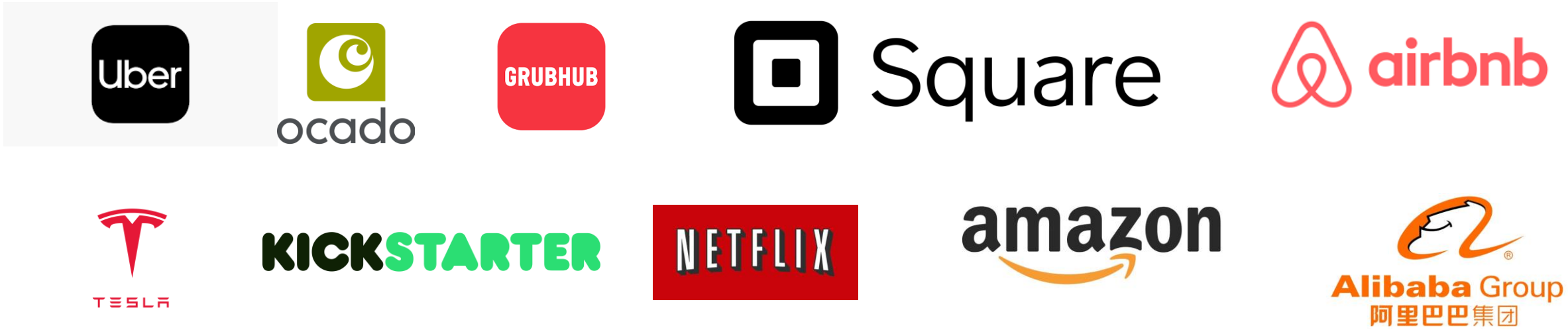
wework

Data-driven Disruptors…



Data, data, data...

Key areas we're innovating with data:

- **Fully integrated** our entire system of core tools – website, CRM, Ops manual, e-contracts, mailer system, floor plan tool… everything;
- Developed a **methodology for systematic data collection**, across a number of different mediums where our customers interact, not just with us, but with each other - increasing our understanding of the communities we serve and our competitive landscape;
- **Hyper-segmentation** - leading to increased personalisation of experiences; and
- Increasingly **building self-service tools** to get actionable data outputs, into our team members hands, for current and historical shows without reliance on our data team.

Our most valuable asset…

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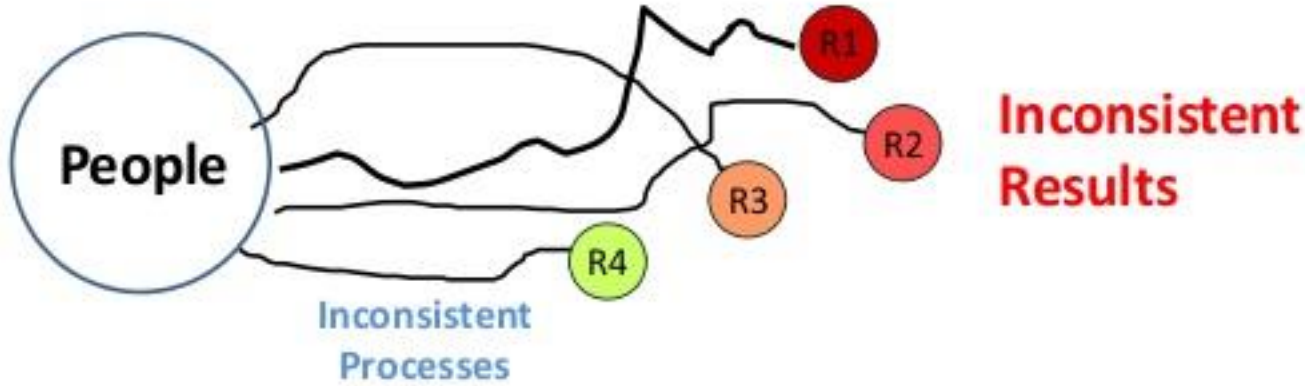
Our people strategy:

- Attracting the best talent
- Developing a performance enhancing culture
- Deploying learning and development at all levels

Non-standard Processes Yield Inconsistent Results



Standard Processes Yield Predictable Results

Clustering Models

Regression Models

Porter's Four Corners Model

Monte Carlo Analysis

Means-End Analysis

Strategy tools

Pareto Chart

Kano Model Analysis

Problem solving

Data Science

Reactive Decision Making

t-SNE Dimensionality Reduction

Value Stream Mapping

Segmentation, Targeting and Positioning (STP) Model

Cause and Effect Analysis

USP Analysis

Creativity tools

The Value Disciplines Model

Blindspot Analysis

Failure Modes and Effects Analysis (FMEA)

Perceptual Mapping

Core Competencies Analysis

Kaizen (Continuous Improvement)

Project management

Decision making

Six Thinking Hats

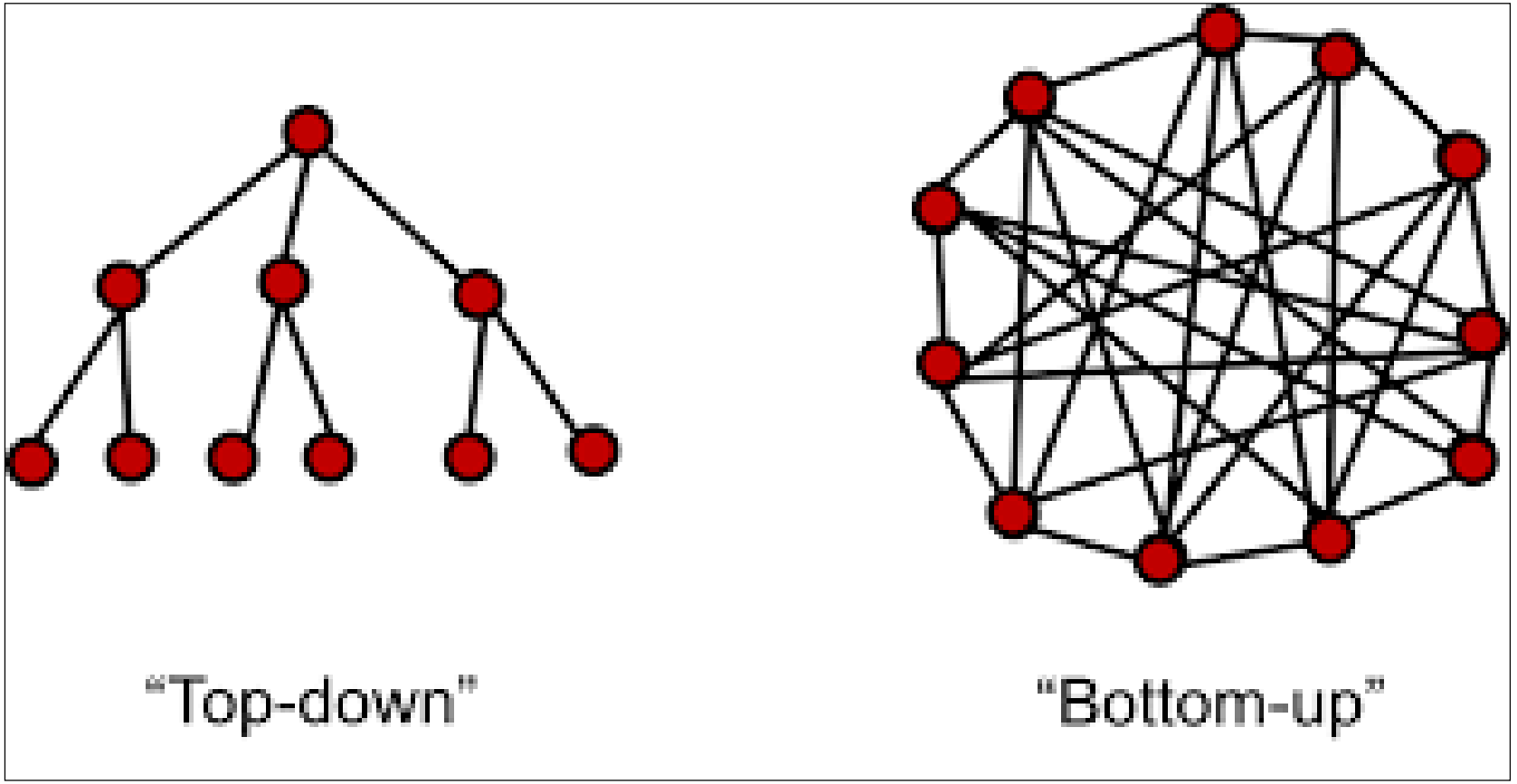
Plan-Do-Check-Act (PDCA)

Developing Personas

Porter's Five Forces

NN Models

Swim Lane Diagrams


“Top-down”
“Bottom-up”

What is Business Intelligence?

Business Intelligence (BI) refers to the tools, technologies, applications and practices used to collect, integrate, analyze, and present an organization's raw data in order to create insightful and actionable business information.

BI as a discipline and as a technology-driven process is made up of several related activities, including:

- Data mining
- Online analytical processing
- Querying
- Reporting

Future proofing our business…

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INNOVATION

DISRUPTION

DOING THE SAME THINGS A BIT BETTER

DOING NEW THINGS

MAKING THINGS THAT MAKE THE OLD THINGS OBSOLETE

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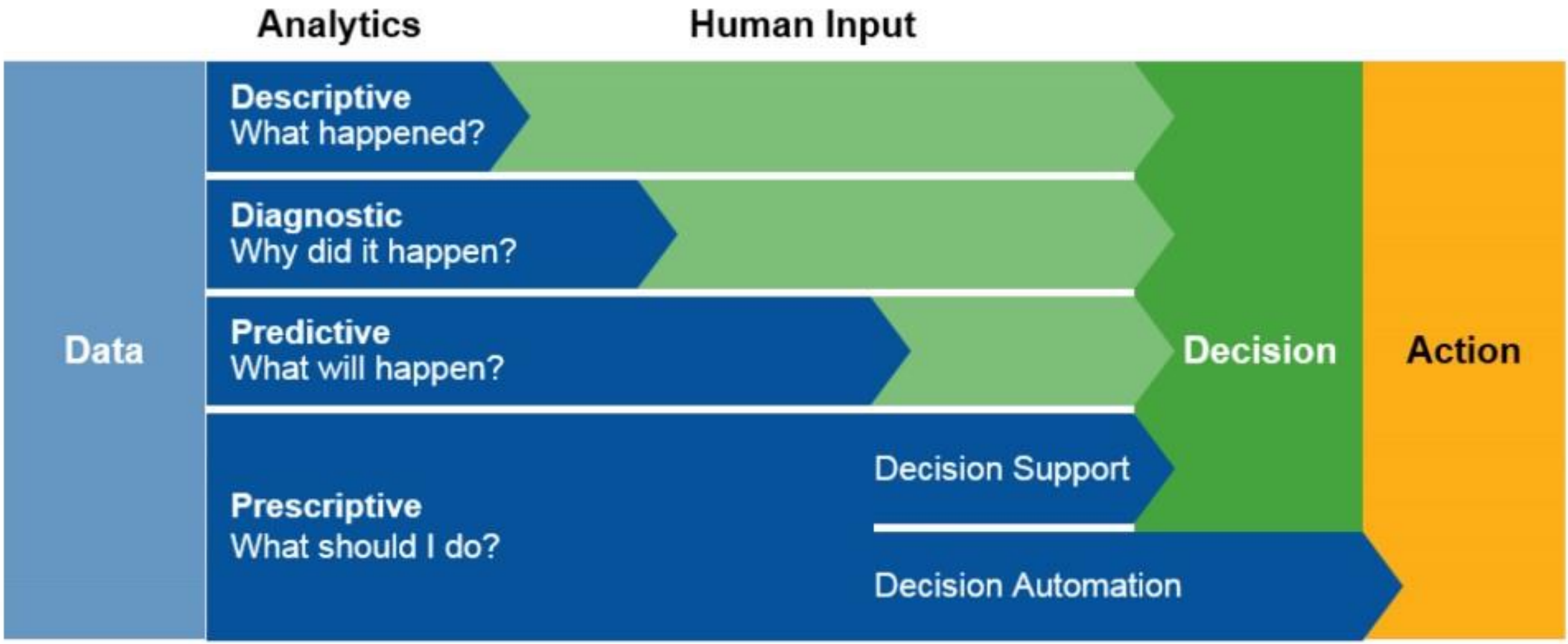
Analytics
Human Input
Data
Descriptive
What happened?
Diagnostic
Why did it happen?
Predictive
What will happen?
Prescriptive
What should I do?
Decision Support
Decision Automation
Decision
Action

Non-alcoholic
sweeteners
natural
ingredients
contains
wine
juice
beverage
served
espresso
cider
tea
concoction
groceries
grain
ale
lager
mocha
Yerba
coffee
coconut
lemonade
specified
milkshakes
solution
contains
alcohol
water
cappuccino
alcoholic
strong
flavored
drinks
classification
liquid
cola
chai
green
carbonated
fizzy
crafted
herbal
fruit
hot
additive
includes
buttermilk
orange
available
wierd
pure
roasted
beverages

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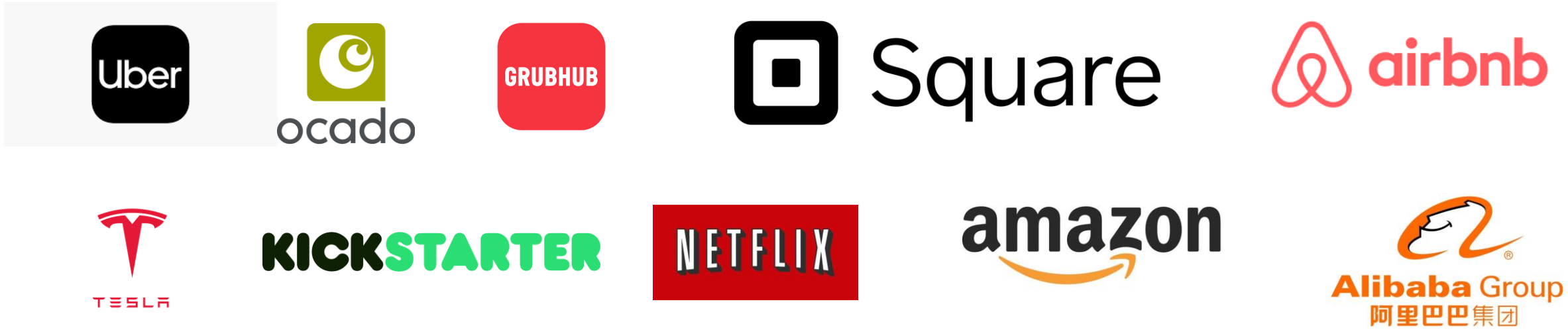

According to an IBM study, 54% of C suite executives in the US expect that competition will come from other industries.

How will your business have changed by the year 2030?

35 million visitors

300,000 organizers

182 countries

12,000 Meetups <u>per day</u> around the world

Could they disrupt us?

Disruptive innovation will be a challenge…

- The frequency of our events is not conducive to rapid test-and-learn used in most successful disruptions
- Current people and systems are designed for risk-avoidance and stability

If you want to explore disruptive experiences…

- Focus in niche un-served or underserved areas of a community
- Create a minimum viable product
- Prove the concept
- Expand from there.

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- Focus in niche un-served or underserved areas of a community
- Create a minimum viable product
- Prove the concept
- Expand from there.
- Consider creating a new team, or organisation to lead the initiatives

Are we ready to disrupt?

We are more routinely discussing options and ideas, however…

- Need to look at building the resources required;
- Find appropriate ways to analysis risk vs. reward; and
- Align on a methodology for identifying what we move forward with.

Peter Cross, Customer Experience Director, John Lewis & Partners said:

“Recent years have seen seismic changes in our sector, with a new benchmark in customer expectation every time they shop. Shops simply have no option but to inspire and delight customers - offering both fantastic products and personalised seamless experiences.”

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